

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017/2018

BPM2084 – PERFORMANCE MANAGEMENT

(All sections / Groups)

30th MAY 2018
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **TWO (2)** pages with **FOUR (4)** questions.
2. Answer **ALL** questions. The distribution of the marks are given for all questions.
3. Write all your answers in the Answer Booklet provided.



Question 1

As the production manager for Infinity Electronics Sdn. Bhd, Mrs. Robert Joseph was generally well regarded by her most subordinates. She was an easy going person who tried to help her employees in any way she could. If a worker needed small loan until the payday, she will pay from her purse with no questions asked. Should an employee need some time off to attend to a personal problem, Mrs. Robert would take up the work herself until the worker returned.

Everything has been going on smoothly, at least until the last performance appraisal period. One of her subordinates Mr. Bill has been experiencing a large number of problems for the past one year. Mr. Bills' wife has been sick much of the time and her medical expenses were very high. His son had speech problem and the doctors have recommended a special clinic. He has borrowed maximum from the bank and friends. Mr. Bill has been upset by these problems.

When it was time for Mr. Bills' annual performance appraisal, Mrs. Robert decided that she was going to do as much as possible to help him. Although Mr. Bill could not be considered more than an average worker, Mrs. Robert rated him outstanding in every category. Because of the company's compensation system was heavily tied to performance appraisal, Mr. Bill would be eligible for a merit increase of 10 percent, in addition to a regular cost of living raise.

Mrs. Robert explained to Mr. Bill why she was giving such high ratings, Mr. Bill acknowledged that his performance had really been no better than average. Mr. Bill was very grateful and expressed this to Mrs. Robert. As Mr. Bill left the office, he was excitedly looking forward to telling his friends about what a wonderful boss he had. Seeing Mr. Bill smile as he left gave Mrs. Robert a warm feeling.

- a. From Infinity Electronics Sdn. Bhd.'s standpoint, what difficulties might Mrs. Robert face in appraising Mr. Bill's performance?
(2 marks)
- b. Suggest what can be done so that Mrs. Robert will avoid this kind of rating of her subordinates?
(3 Marks)
- c. In this case the supervisor is motivated to inflate the rating to help the Subordinate, so that his financial problem can be solved to a certain extent. Explain why supervisors are motivated to provide inflated ratings and artificially deflated ratings of their subordinates?
(20 Marks)

[Total: 25 Marks]

Continued....

Question 2

- a. What are the determinants of employees' performance?
(7 Marks)
- b. Explain **THREE (3)** approaches (including the advantages and disadvantage) which are used to measure performance.
(18 Marks)

[Total: 25 Marks]

Question 3

En. Abdullah, Human Resources Manager of a Manufacturing Company involved in making bicycles in Eastern Malaysia has plans to introduce performance management system in the company. He has to convince the top management for the approval of the performance management system. Discuss any **SIX (6)** possible contributions of the performance management system, so that the Management will approve the implementation.

(Total: 25 Marks)

Question 4

The measurement of competencies is intrinsically judgmental. Competencies are measured using the data provided by individuals who make judgment regarding the presence of the competency. There are **TWO (2)** types of systems to evaluate competencies. Critically evaluate these systems.

(Total: 25 Marks)

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